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## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword — Secretary of the Department of Home Affairs</td>
<td>2</td>
</tr>
<tr>
<td>Our opportunities — our challenge</td>
<td>4</td>
</tr>
<tr>
<td>The Home Affairs Portfolio</td>
<td>8</td>
</tr>
<tr>
<td>How our Portfolio works</td>
<td>9</td>
</tr>
<tr>
<td>The Home Affairs Portfolio purpose statement</td>
<td>10</td>
</tr>
<tr>
<td>Australian Border Force</td>
<td>12</td>
</tr>
<tr>
<td>Australian Criminal Intelligence Commission</td>
<td>14</td>
</tr>
<tr>
<td>Australian Federal Police</td>
<td>16</td>
</tr>
<tr>
<td>Australian Security Intelligence Organisation</td>
<td>18</td>
</tr>
<tr>
<td>Australian Transaction Reports and Analysis Centre</td>
<td>20</td>
</tr>
<tr>
<td>The Department of Home Affairs</td>
<td>22</td>
</tr>
<tr>
<td>Our priorities</td>
<td>24</td>
</tr>
<tr>
<td>Our approach</td>
<td>26</td>
</tr>
<tr>
<td>Portfolio engagement</td>
<td>30</td>
</tr>
<tr>
<td>Building the Department of Home Affairs</td>
<td>32</td>
</tr>
<tr>
<td>Our vision for the future</td>
<td>33</td>
</tr>
<tr>
<td>Our workforce and people</td>
<td>34</td>
</tr>
<tr>
<td>Our systems and processes</td>
<td>38</td>
</tr>
<tr>
<td>Our intelligence and data</td>
<td>40</td>
</tr>
<tr>
<td>Contact us</td>
<td>42</td>
</tr>
<tr>
<td>Notes</td>
<td>44</td>
</tr>
</tbody>
</table>
Foreword — Secretary of the Department of Home Affairs

Every staff member within the Home Affairs Portfolio has a role to play as we focus on our purpose to contribute to the prosperity, security and unity of our nation.

Australia prospers significantly from being open, engaged and connected to the rest of the world. Whether it is cyber space, the movement of people, the movement of goods, or the movement of capital or financial assets: our engagement with the world creates tremendous opportunities for individuals and Australia’s collective prosperity. Our focus is to identify and proactively attend to the vulnerabilities that come with global connectedness so that Australia continues to reap the benefits of globalisation. Whether it is through our work creating world-class trade and migration programs, protecting the Australian border, community, financial sector or critical infrastructure, or other national security activities—our ultimate mission is to contribute through our unique capabilities, powers and activities, to an Australia that is prosperous, secure and united. In pursuing this end we will ensure that, in everything we do, the rule of law is observed, our powers are exercised proportionally and lawfully, and our actions are subject to full, appropriate scrutiny. To achieve our mission, every staff member will need to have commitment, integrity and a drive to work collaboratively.

The Home Affairs Portfolio is an opportunity to generate sustained, aligned and joint agency activity. Positively reliant on the deep subject matter expertise of staff members, and always respectful of the independence of Portfolio agencies, we will find significant strength and value in the diversity of our teams.
We will find and exploit opportunities for horizontal collaboration in this platform called the Portfolio, that generates outcomes greater than the sum of its parts. As a Portfolio, we must work cohesively and comprehensively with each other, partner agencies, industry, academia and the community. We will engage and communicate our role to ensure that the community understands what we do and trusts us. We will acknowledge the positive work we do and share positive stories about how our staff contribute to a prosperous, secure and united Australia.

As a Portfolio, we must work cohesively and comprehensively with each other, partner agencies, industry, academia and the community.

Secretary Michael Pezzullo

Michael Pezzullo
Secretary of Department of Home Affairs
Our opportunities — our challenge

Just as globalisation and the advancement of technology shifts the way we as a society operate and do business, it is changing the way in which crime and terror is perpetrated.

Australia benefits enormously from globalisation. Australian businesses export goods and services worldwide, drawing on and contributing to a global supply of investment, ideas and skilled labour. At the same time, Australian society is enriched by generations of migrants and refugees who make Australia their home, and our prosperity continues to be underpinned by immigration.

Australia also embraces advances in technology, with Australians consuming and contributing to the global flow of information, benefiting from a global digital economy and supporting flourishing online communities.

While globalisation and technological change are largely positive for Australia, they also bring new threats to Australia’s security. In today’s globalised world, it is not possible to separate global security from security at home—the same large global flows of people, goods, money and information that benefit Australia, are exploited by those who wish to do us harm.

The way in which terrorism and transnational serious and organised crime are conducted, for example, is constantly evolving by adopting new methodologies and utilising advanced technologies to undertake illegal and violent activities.
We see a confluence of technological developments and the threats we face: the internet is a key enabler of both terrorism and other crimes. Funding of terrorism is masked using encrypted transactions. We see socially disengaged individuals drawn to violent causes on social media, often masked by encrypted messaging. Perpetrators or would-be perpetrators of terrorist acts are being radicalised online and, with little external support other than online encouragement, they are teaching themselves how to carry out violent attacks.

Australian businesses export goods and services worldwide, drawing on and contributing to a global supply of investment, ideas and skilled labour.

24.2 million travellers were facilitated through our ports using automated systems in the 2016–17 financial year.
Cybercrime and cyber-enabled crime is an increasingly pervasive threat undermining our economic prosperity—it can be conducted from anywhere in the world and weakens the confidence of governments, businesses and citizens operating in the digital economy. Australia’s high levels of technology use and relative wealth ensure the prevalence of the cybercrime threat in Australia.

Increasingly, criminals and malicious actors are also undertaking their illicit business with the assistance of technology, utilising the online environment or other advances in technology. Technology and the online environment are attractive to criminals as they can provide some degree of anonymity, be used to obfuscate activities and locations, and increase global reach. Increased availability and ongoing advancement of technology will continue to provide criminals with a diverse range of resources to conduct criminal activity and impede law enforcement investigations.

A stronger and safer online environment will assist our economy to thrive while engendering confidence for investment activity and social development. Cyber security, availability and integrity is fundamental to public confidence and our capacity to take full advantage of the opportunities of a global digital economy.

47,000 cyber incidents in the 2016–17 financial year
A stronger and safer online environment will assist our economy to thrive while engendering confidence for investment activity and social development. Cyber security, availability and integrity is fundamental to public confidence and our capacity to take full advantage of the opportunities of a global digital economy.

Globally, democracy is being challenged by those seeking to interfere in democratic processes or attack critical infrastructure. Commercial espionage and theft of our intellectual property is being used by those seeking to exploit our prosperity.

Our communities and critical infrastructure will be vulnerable to periods of significant disruption by natural disasters. Strong national policy leadership and coordination is needed to improve disaster risk management and mitigation across Australia to reduce the impact of natural disasters on our communities.

These challenges confront us in an increasingly complex world. Our challenge in Home Affairs is to make life easier for people—to ensure the flow of people, finance and goods in and out of Australia is seamless; that we are open to global business and connections; that Australia is an easy destination to travel to; and that we are a welcoming multicultural, open and cohesive society. At the same time, we need to ensure that we are safe and secure, by leveraging our legitimate intelligence and data holdings, and our unique capabilities and powers to target those who seek to do us harm.

$18.3 billion estimated economic cost of disasters in Australia per year
The Home Affairs Portfolio

*ACIC includes the Australian Institute of Criminology.*
How our Portfolio works

The Home Affairs Portfolio brings together the Department of Home Affairs, the Australian Border Force (ABF), the Australian Federal Police (AFP), the Australian Criminal Intelligence Commission (ACIC)*, the Australian Security Intelligence Organisation (ASIO), and the Australian Transaction Reports and Analysis Centre (AUSTRAC), to ensure a safer and more secure Australia.

The Department of Home Affairs includes the entirety of the former Department of Immigration and Border Protection and functions relating to multicultural affairs, emergency management, transport security, transnational serious and organised crime, criminal justice policy, national security and counter-terrorism coordination, cyber policy, and countering foreign interference.

The Portfolio is structured to maintain the statutory independence of Portfolio agencies, while ensuring the external accountability and oversight arrangements are appropriately retained, and our departmental and agency powers are exercised proportionally and lawfully. The ABF, whilst established within the Department of Home Affairs for budgetary, employment and administrative purposes, is operationally independent.

The Home Affairs Portfolio will work with partners to protect the safety, security and national interests of Australia through the strategic alignment of priorities and responsibilities against the many threats to Australia’s national security. The Portfolio will play a strong role in facilitating Australia’s prosperity. Modern migration and trade settings will ensure that Australia remains economically competitive in an environment of increased global flow of people, goods and information. We will continue to be the trusted global gateway to ensure Australia is prosperous and economically competitive and enjoys a cohesive and united society.

The Portfolio brings together the strengths of each individual agency in a synthesis that is stronger than any constituent part could be. The Portfolio is structured to benefit from the collaboration and alignment of sustained joint-agency effort. Through even closer cooperation and sustained joint activity between our national security and law enforcement agencies, including federal, state and territory government agencies, we will continue to coordinate and drive national efforts against terrorists, criminals and others who wish to do the Australian community harm.

*ACIC includes the Australian Institute of Criminology.
The Home Affairs Portfolio purpose statement is:

PROSPEROUS • SECURE • UNITED
Our people chose these words to give meaning to what the Home Affairs Portfolio will achieve:

**Prosperous**
Through our unique capabilities, powers and activities we contribute to Australia’s prosperity by enabling a globally connected and open economy and society.

**Secure**
Together we will protect Australia and Australians from key national security and criminal threats.

**United**
We celebrate Australia’s multicultural society and safeguard our democracy by building community resilience and engendering respect for Australia’s shared values and institutions, our way of life and the rule of law.
The Australian Border Force is Australia’s frontline border law enforcement agency and Australia’s customs service. We deliver critical border protection and national security outcomes while facilitating the movement of people and goods across the border. Our mission is to protect Australia’s border and enable legitimate travel and trade.

43.7 million international air and sea travellers facilitated and revenue collected totalling $15.6 billion in the 2016–17 financial year
Vision
To be a global leader in border law enforcement and trusted partner that helps build a safe, secure and prosperous Australia.

WHAT WE DO
Border management
Deter, disrupt, detect and investigate the illegal or unlawful movement of people and goods across the border whilst facilitating legitimate trade and travel.

Maritime border protection
Protect Australia’s border through the detection, deterrence and response to maritime people smuggling threats, illegal fishing and natural resource exploitation, and the illicit movement of prohibited goods and commodities.

Revenue collection and trade enforcement
Collect border-related revenue for the Australian Government. Through trade compliance and enforcement activities direct the advancement of Australia’s economic prosperity. These efforts will further strengthen focus on ensuring compliance with customs laws and protect the Australian community from the threat posed by illicit trade.

Intelligence collection and dissemination
Collect and share intelligence about border-related threats and use intelligence to prioritise areas of vulnerability at the border to enable a rapid and targeted response.

HOW WE DO IT
Collect, share and use information and intelligence to target our activities.
Partner with Australian and international law enforcement partners.
Strengthen partnerships with industry.
Support traders and travellers to encourage voluntary compliance with customs regulations and laws.
Lead patrols and undertake surveillance of Australia’s air and maritime domains to mitigate and eliminate border-related threats.
Build an agile, mobile and operationally ready workforce with sustainable capabilities.
The Australian Criminal Intelligence Commission is Australia’s national criminal intelligence agency with investigative and information delivery functions.

Our purpose is to make Australia safer through improved national ability to discover, understand and respond to current and emerging crime threats and criminal justice issues including the ability to connect police and law enforcement to essential criminal intelligence, policing knowledge and information through collaborative national information systems and services.

$36 billion is the estimated cost of serious and organised crime in Australia per year. That equates to A$1,561 out of every individual Australian’s pocket and adds 6.3 per cent to the average cost of living.
### Vision

A safer Australia that is better connected, informed and capable of responding to crime and criminal justice issues.

### What We Do

<table>
<thead>
<tr>
<th>National criminal information and intelligence systems</th>
<th>National criminal intelligence picture</th>
<th>Serious and organised crime</th>
<th>Evidence-based research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide national information and intelligence systems and services to support policing and law enforcement.</td>
<td>Build the national criminal intelligence picture to enhance the shared understanding across Commonwealth, state and territory partners.</td>
<td>Discover and understand Australia’s highest crime threats and vulnerabilities to enable an improved national ability to respond.</td>
<td>Through the Australian Institute of Criminology, we undertake and communicate evidence-based research on crime and justice to inform policy and practice.</td>
</tr>
</tbody>
</table>

### How We Do It

- Collaborate, discover, analyse and share criminal intelligence and information on serious and organised crime and national security matters.
- Work with partners to disrupt the activities of serious and organised crime targets and reduce their impact on Australia.
- Use specialist capabilities and systems, such as coercive powers, to support law enforcement outcomes.
- Connect state, territory and Commonwealth interests through the ACIC Board.
AUSTRALIAN FEDERAL POLICE

The Australian Federal Police (AFP) is Australia’s national policing agency, responsible for leading policing efforts to keep Australians and Australian interests safe, both at home and overseas. The AFP is a key member of the Australian law enforcement and national security community, and the chief source of advice to the Australian Government on policing issues. The AFP’s role is to:

- enforce Commonwealth criminal law; combat complex, transnational serious and organised crime impacting Australia’s national security;
- protect Australian high office holders, foreign dignitaries, Australian Government infrastructure and designated airports; and protect Commonwealth interests from criminal activity in Australia and overseas. As Australia’s principal international law enforcement representative, the AFP also works closely with international partners to disrupt crime offshore and support global security and regional stability.

+15 tonnes
of illicit drugs and precursors
seized in the 2016–17 financial year
WHAT WE DO

Vision

Policing for a safer Australia.

HOW WE DO IT

Policing

Provide policing services to the Australian Capital Territory, Jervis Bay and Australia’s external territories.

Law enforcement

Combat transnational serious and organised crime and terrorism.

People and asset protection

Protect Australian high office holders, foreign dignitaries, Australian government infrastructure, and designated international airports.

International engagement

Disrupt crime offshore and support regional security as Australia’s principal international law enforcement representative.

Adapt by being intelligence-informed.

Build partnerships in Australia and abroad.

Drive Australia’s international policing interests to combat crime.

Develop leading-edge policing capabilities and knowledge.
The Australian Security Intelligence Organisation (ASIO) is Australia’s national security intelligence service. Our purpose is to protect Australia, its people and its interests from threats to security through intelligence collection and assessment, and the provision of advice to the Australian Government, government agencies and industry.

Our work is anticipatory. We seek to identify, investigate and assess potential security threats and to work with national and international security partners to prevent harm from occurring.

We harness our expertise in security, unique intelligence collection capabilities, strong national and international partnerships, and all-source intelligence analysis capabilities to provide trusted, actionable advice for our stakeholders.
Vision

ASIO exists to protect Australia, its people and its interests from threats to security.

WHAT WE DO

Counter terrorism
Work with partners in Australia and overseas to identify and disrupt terrorists.

Counter espionage, foreign interference and malicious insiders
Provide intelligence that helps to protect our secrets, our sovereignty, and the integrity of our government business.

Counter serious threats to Australia’s border integrity
Support Australia’s border security measures through security assessments and intelligence advice.

Provide protective security advice to government and business
Deliver protective security advice through our “T4” protective security program, security assessments, support for investment decisions and through our Business and Government Liaison Unit.

HOW WE DO IT

Harness our unique intelligence capabilities, partnerships and partner information.

Apply rigorous data-driven analysis contextualised with our deep subject matter expertise.

Anticipate threats and produce trusted and actionable advice to protect Australia.
112 million transaction reports received from industry for analysis and threat assessment in the 2016–17 financial year
### Vision

A financial system free from criminal abuse.

### WHAT WE DO

#### Intelligence
Use financial intelligence expertise to develop actionable intelligence to disrupt criminal abuse of the financial system.

#### Regulation
Work with industry to strengthen the financial system and use targeted interventions to deter serious non-compliance.

#### Collaboration
Collaborate with our partners to discover, understand, prevent and disrupt threats of criminal abuse of the financial system.

#### International engagement
Work with international partners to lead and shape efforts to strengthen the global financial system.

### HOW WE DO IT

- **Vision**

- **Intelligence**
  - Identify new and emerging risks posed by criminals who seek to exploit the financial system.

- **Regulation**
  - Develop and share a comprehensive understanding of vulnerabilities to criminal exploitation within the financial system.

- **Collaboration**
  - Ensure risks within the financial system are mitigated with effective prevention and monitoring controls.

- **International engagement**
  - Collaborate with our partners to disrupt criminal abuse of the financial system.
The Department of Home Affairs is responsible for centrally coordinated strategy and policy leadership in relation to domestic and national security arrangements, law enforcement, counter-terrorism, social cohesion, the protection of our sovereignty and the integrity of our border, and the resilience of our national infrastructure.

The Department of Home Affairs also delivers services including strengthening the cohesiveness of Australian society through our migration program. We will manage and assist temporary and permanent migrants and those people participating in humanitarian and refugee programs, and confer citizenship.

**Vision**
A secure Australia that is prosperous, open and united.

**Mission**
Work together with the trust of our partners and community to keep Australia safe and secure, and support a cohesive and united Australia open for global engagement.
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<tr>
<th>Groups</th>
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<tr>
<td>Executive</td>
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<tr>
<td>Leads the development of strategy and capability planning and shapes enterprise strategy and cultural direction.</td>
</tr>
<tr>
<td>Policy</td>
</tr>
<tr>
<td>Provides comprehensive policy and planning development at strategic and operational levels.</td>
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<tr>
<td>Corporate and Enabling</td>
</tr>
<tr>
<td>Provides integrated support services that allow the Department and the ABF to function effectively, including specialist corporate, people, finance and legal advice and assistance.</td>
</tr>
<tr>
<td>Infrastructure, Transport Security and Customs</td>
</tr>
<tr>
<td>Delivers key security, emergency management, border facilitation and revenue programs with industry, state and territory partners.</td>
</tr>
<tr>
<td>Immigration and Citizenship Services</td>
</tr>
<tr>
<td>Delivers citizenship, temporary and permanent migration programs, and manages the refugee and humanitarian programs.</td>
</tr>
<tr>
<td>Intelligence and Capability</td>
</tr>
<tr>
<td>Provides the Department’s intelligence services and products to support decision-making, policy development, resource allocation and to counter border threats, and provides enterprise leadership on major capability projects.</td>
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### Commonwealth Coordinators

<table>
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<th>Counter-Terrorism</th>
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<tr>
<td>Leads counter-terrorism policy and coordination across the Australian Government. Coordinates national capability through the Australian New Zealand Counter-Terrorism Committee.</td>
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<tr>
<td>Transnational Serious and Organised Crime</td>
</tr>
<tr>
<td>Leads the national effort to combat transnational, serious and organised crime affecting Australia, with a focus on strategy, capability, and policy.</td>
</tr>
<tr>
<td>Counter Foreign Interference</td>
</tr>
<tr>
<td>Delivers an effective, efficient and consistent national response to foreign interference by coordinating policy and program development.</td>
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### Adviser

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<th>National Cyber Security adviser</th>
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<td>Continues the critical role of transforming Australia’s cyber security landscape to realise the economic and social benefits of a cyber-resilient nation.</td>
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Our priorities

The Home Affairs Portfolio will keep Australia open for business and contribute to Australia’s prosperity by ensuring key security and revenue programs, emergency management coordination and border facilitation is delivered—enabling the movement of people and goods across a seamless border—and continuing to build on our successful multicultural society through managing Australia’s citizenship and migration and humanitarian programs, and developing modern and efficient visa systems. In equal measure, we will manage our increasingly complex security environment and mitigate the impact of those seeking to do Australia and Australians harm.

We will protect Australians from malicious cyber activity and enable them to seize opportunities in a digital world. Through our Cyber Security Strategy, we will lift the level of cyber security across communities, businesses and governments; ensure that the Government is able to adapt in a rapidly changing digital environment; and lead whole-of-government efforts to deter, defend against and defeat cyber threats and recover from cyber incidents.

Although the work of Home Affairs is extensive, there are six issues requiring our immediate focus:

**Counter terrorism**

The safety and security of the Australian people is our top priority. We will use all the powers available to us to counter terrorism, including foreign fighters, and to enhance our aviation security settings. We will challenge violent extremist ideologies, work to stop people becoming terrorists, disrupt terrorist activity, shape the global environment, and ensure we have effective response and recovery arrangements.

**Disrupt serious and organised crime**

We will break up criminal rings that seek to profit from and harm Australians by importing illicit drugs, firearms and weapons, laundering money or creating an uneven playing field for Australian businesses, and undermining Australian standards of decency through serious exploitative practices such as child exploitation. This will include building resilience against cybercrime and responding to criminal use of the digital environment. Partnering internationally, we will prevent and disrupt criminal cyber activity and shut down safe havens for cybercrime.
**Child exploitation**

We will thwart the exploitation of children through enhanced efforts to prevent, disrupt and stop paedophiles seeking to harm society’s most vulnerable. We will work to extinguish the online networks that propagate exploitation, including online paedophile rings, and we will take action against harmful exploitative practices such as forced marriage that can facilitate child sexual abuse. We will raise national cyber security awareness to ensure Australians are able to protect our children online.

**Maintaining secure borders**

We will maintain our strong focus on combating maritime people smuggling and protecting Australia’s borders. We will coordinate a whole-of-government effort and leverage our international partnerships—including through regional forums like the Bali Process—to secure and protect our borders, our extensive coastline and maritime domain. We will continue to disrupt the criminal activity of people smugglers, prevent the loss of life at sea, and maintain the integrity of our orderly migration program, including its humanitarian resettlement component. A strong border protection posture and vigilance remain crucial to prevent the resumption of large-scale people smuggling to Australia.

**Counter foreign interference and espionage**

Through development of a strategy to counter foreign interference and coordination of whole-of-government efforts, we will uphold Australia’s sovereignty and defend our national interests and values, by deterring and responding to foreign actors who would seek to interfere in our democratic processes or undermine our social cohesion. This includes a focus on improving our cyber security to detect, deter and respond to cyber threats from malicious foreign actors.

**Enhancing the integrity and efficiency of trade and travel systems**

We will contribute to economic prosperity, security and social cohesion by enhancing the efficiency and integrity of our managed migration system, and the lawful movement of goods and people across our borders. We will continue to pursue technology and systems which streamline processes, improve the management of risk and preserve the integrity of our migration program. We are also modernising and implementing new processes and technologies in air and sea ports, including leveraging industry data and systems, to deliver a seamless border experience for legitimate trade and travellers, and to enhance border security. We will continue to leverage technology and intelligence to improve our systems, building on our success with technology such as SmartGates.
Our approach

We will focus on supporting the Australian economy

We will help ensure Australia is globally competitive; that our migration program attracts the best and the brightest; that temporary and permanent migration supports our economy and social outcomes; that our trade and travel is seamless; and that our online economy is cyber resilient. We will take positive steps to improve the resilience of our critical infrastructure and communities to natural disasters and shocks; capitalise on the opportunity of a trusted business sector; focus on realising the positive impacts of globalisation; and contribute to guiding the right behaviour and compliance of relevant entities by ensuring there is the right amount of ‘smart regulation’ while contributing to growing the Australian economy.

We will build on existing collaborative and cooperative relationships

We will work across government, domestically and internationally, and as a genuinely joint endeavour with state and territory governments, the community, civil society, the private sector and academia. We must build and maintain the trust of the Australian community in everything we do.

We will be globally present through our significant international footprint

Bilateral and multilateral relationships will be important areas of attention to ensure cooperation and the sharing of preventative and disruption efforts. The Portfolio will lead the way in creating arrangements that gather and make information and intelligence available to partners and contribute to the development of multilateral solutions to global problems including terrorism, transnational serious and organised crime and human displacement.

The Portfolio will lead the way in creating arrangements that gather and make information and intelligence available to partners.
We will be strategy-centred and led

We will work with partners to deliver a holistic, strategic picture of the threat environment, identify options to mitigate threats and further our national interests. We will rigorously implement our existing national strategies such as Australia’s Counter-Terrorism Strategy, Australia’s Cyber Security Strategy, Australia’s National Action Plan to Combat Human Trafficking and Slavery 2015–19, and Australia’s International Cyber Engagement Strategy.

We will be at the forefront of information and data sharing and predictive analytics

We will source and share our information and data across the Commonwealth and states and territories, and, wherever possible, with the private sector. We will increasingly use predictive analytics to improve our planning, prioritisation and allocation of effort. In partnership with state and territory governments, we will increasingly use predictive analytics for local community safety and security.

We must build and maintain the trust of the Australian community in everything we do.
We will take an integrated and collaborative approach to national security

We will use available systems and processes, tools and information, policies and legislation, and identify others for development to deliver on our common objectives. We will work closely with the private sector and our communities and these partnerships will enhance our intelligence and law enforcement operations.

We will have an intelligence-informed model

We will build an intelligence picture to inform decision-making and resource allocation, and develop capability to counter transnational serious and organised crime and national security threats to Australia and Australians. Our intelligence officers will be linked in with domestic and international partners, and will be based across the entire Portfolio.

We will be capability leaders in the development and delivery of security capabilities across national security domains

Where Australia is leading on the development of significant security capabilities—for example, biometrics or maritime domain awareness—we will consider sharing these capabilities with our international partners. We will do this through growing our existing capacity building efforts and by encouraging adoption of these capabilities into partners’ strategies, policies, intelligence and operational systems.

+85 people charged with terrorism-related offences since the national terrorism threat level was raised to probable in September 2014
We will be socially inclusive
We will ensure significant reach into Australian society at the individual, community and business level through outreach programs, community liaison officers, public hotlines, compliance activities and formal and informal engagements with state and territory government agencies, law enforcement and emergency services, peak industry bodies and individual companies. The Portfolio will also administer emergency management and crime prevention grants programs.

We will leverage and support our people’s capability
We will embrace this opportunity to leverage the very best of our agencies’ and departmental expertise, diversity of vocational skill and experience, and ensure the Home Affairs Portfolio as a whole is greater than the sum of its parts.

Our intelligence officers will be linked in with domestic and international partners, and will be based across the entire Portfolio.

8.4 million temporary visas granted in the 2016–17 financial year
Portfolio engagement

Community engagement
Building a strong dialogue with the Australian community is critical to ensure we are able to effectively perform our role. We are committed to proactively identifying the aspirations, needs and values of all interested community groups; for example, through our network of liaison officers, we will incorporate these views into policy development, planning, decision-making and service delivery. We will draw upon the local expertise and experience of our communities through new and existing engagement forums and initiatives such as Border Watch and the National Security Hotline to facilitate two-way information sharing.

Industry partners
The Home Affairs Portfolio will be an effective interface between relevant industries and the Australian Government. We will partner with industry to protect the Australian community while contributing to maximising growth in the Australian economy, and we will effectively balance risk management with the promotion of economic activity. We will build collaboration hubs with industry to help us develop innovative policy, regulatory and operational approaches and responses in areas where enduring partnerships are most beneficial. We will use temporary industry advisory groups and regional stakeholder group meetings, convened as needed, by the Portfolio’s senior state and territory representatives, as we work with industry to collaborate on specific initiatives.

+1300 transport security compliance activities completed since June 2017
State and territory engagement

A secure Australia and united society can only be achieved as a genuinely joint endeavour with state and territory governments. We will continue to work through formal relationships, such as the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) and the Australia-New Zealand Emergency Management Committee (ANZEMC). We will also work with state and territory partners.

Our relationship with the states and territories will continue to give us a unified force against nationally significant crime. A key forum is the Australian Criminal Intelligence Commission (ACIC) Board, which comprises Commonwealth, state and territory law enforcement and key national security and regulatory agencies.

International partners

The Home Affairs Portfolio will continue the important relationship with Five Eyes partners (US, UK, Canada and NZ), through ongoing opportunities to increase its depth and sophistication. Building strong partnerships with our Indo-Pacific neighbours will also be integral to achieving our objectives.

The Portfolio, with its significant international footprint and in partnership with the Department of Foreign Affairs and Trade, will work internationally to address issues. We will work with the many multilateral forums in which we are already involved, to actively identify opportunities to drive agenda and form partnerships consistent with our national security interests.

23,000 calls to the National Security Hotline during the 2016–17 financial year
Building the Department of Home Affairs

Many people in the Department will already have gone through change in the workplace—whether it be a previous machinery-of-government change, portfolio change, change in Minister or a change in organisational structure or priorities—this is the latest step in our continuous reform.

For the Department of Home Affairs, change will continue to occur long after establishment, and this needs to be the case.

We must continually adjust the way we work. We must evolve our response and we must endeavour to do this not in reaction, but in a way that is innovative and agile and allows us to be one step ahead. The need for continuous reform, through reorganisation of resources and structures, is reflective of the new and emerging priorities for Australia and the dynamic nature of our business in working effectively to keep Australia and Australians safe and prosperous.

Innovation and agility will be achieved through the way the Department of Home Affairs works with the Portfolio to bring together blended teams to ensure a seamless transition from strategic intent set by the Department, to operational outcomes led by the Portfolio’s law enforcement and security agencies.

“This is an exciting time. Home Affairs presents many opportunities for us to shape the security, safety and prosperity of our nation.”

Secretary Michael Pezzullo
20 December 2017
Our vision for the future

We will work together to successfully build the Department and mature its operational and enterprise systems. We are strengthening our organisational capabilities to ensure we are ready to meet our challenges, now and into the future. We will regularly report to staff on the progress of activities and our achievements.

Our key organisational capabilities, which we will leverage to achieve our vision for the future, fall into three categories:

<table>
<thead>
<tr>
<th>Our workforce and people</th>
<th>Our systems and processes</th>
<th>Our intelligence and data</th>
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<tbody>
<tr>
<td>A strong professional culture, based on shared values and behaviours, that is resistant and resilient to corruption.</td>
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<td>A highly skilled and agile workforce with clear accountabilities and clarity in relation to performance expectations and the support they can rely on to meet those expectations.</td>
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<td>Innovators, optimising the use of technology to support our staff, achieve our mission and deliver government objectives.</td>
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<td>Agile and adaptive business processes that embrace management of risk and empower decision making.</td>
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<td>Connected information that allows us to gain greater insights, operate effectively, efficiently and seamlessly, protect the nation from threats, and improve our ability to share information.</td>
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<tr>
<td>A mature intelligence capability and framework that enhances our business decision-making and our intelligence-informed approach.</td>
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Our workforce and people

Our organisation benefits from a highly professional and skilled workforce. Our people are the forefront of this organisation and we are reliant on them to succeed. We are committed to a culture that supports the individual and collective engagement and development of our people.

Our capability

Leadership
Leaders in the organisation are in a privileged position to positively influence staff and the direction of the Department. Leaders empower, achieve and develop not only their immediate teams, but everyone they work with and importantly, themselves. We will continue to build our confidence in how we work, and provide clarity on where we strive to be through our matured leadership capabilities. We will invest in a capability review for all leaders, and in developing the workforce to acquire the skills and knowledge required to meet the Department’s objectives.

Talent management
Managing our staff talent is fundamental in building and retaining high standards across all areas of our workforce. We will manage talent within the organisation, including through ensuring that we are coaching and mentoring staff and identifying their development needs. We will support our staff by building feedback and assessment processes so that each individual has the ability to contribute in the most effective way.

Targeted learning and development
Consistent and structured development of talent and skills is key for supporting our staff as they build their careers. We will ensure that we provide targeted learning and development opportunities to boost the capability of our staff, with the performance development framework emphasising the requirement for staff to take personal responsibility for learning. We will ensure that we focus learning programs on innovation and management capabilities, as well as enhancing technical skills.
New ways of working

Our work is challenging and often fast paced, requiring flexibility and agility to deliver results. We will support the introduction of flexible and agile workforce models that enable more responsive and innovative delivery. We will focus on unlocking the potential of our people through smarter job design, leveraging new technologies and adopting new ways of working and thinking. We will build on an agile sprint team model to deliver solutions to major problems utilising flat organisational structures to get the best results. Supporting our employees to achieve and maintain the highest standards of performance, we will continue our reward and recognition arrangements that recognise individual and team contributions, and reinforce the performance culture we aspire to.

A collaborative workforce

We will adopt strategic partnerships with government, industry and academia to overcome challenges and achieve our objectives. We will continue to build enduring and sustained arrangements to facilitate collaboration across the Portfolio. The benefits of greater connectivity between business areas and across agencies, all focused on a common purpose, lead to improved sharing of information, operational coordination and delivery of government objectives. We will leverage our collective capability by establishing teams comprising staff from the Department, Portfolio agencies, and other Commonwealth departments and agencies. By sharing collective resources and capabilities we can leverage expertise and knowledge to achieve better outcomes for all Australians.

We will build on an agile sprint team model to deliver solutions to major problems utilising flat organisational structures to get the best results.
Our values and culture

**Refreshed engagement approach**
It is important that our staff understand how their collaborative efforts contribute to our shared vision and benefit Australia and its citizens. We will demonstrate to staff how their work contributes to our shared purpose through continuous two-way communication mechanisms designed to connect the workforce across the Portfolio and promote open collaboration and cooperation. We will implement regular town hall events in offices across the country where our Senior Executive will engage directly with staff on various topics.

**Shared values**
The Department and wider Portfolio gives us all an opportunity to build on the shared values of our people, the professionalism with which we conduct ourselves and the pride we have in the organisation. As public servants, we each have a personal responsibility to uphold the APS Values, being accountable and upholding the trust bestowed upon us by the Government and the Australian people. Collectively, we will ensure the safety and wellbeing of our workforce and clients in all that we do.

23,500 staff across the Portfolio
**Integrity frameworks**

Integrity is everyone’s business. We will continue to build a strong integrity framework so that staff are confident that those with whom they work have high levels of integrity, strong values and display appropriate conduct. We will facilitate a professional standards model designed to create a culture that promotes integrity and to protect our people, property, systems and information from infiltration and corruption.

We understand and respect the powers we exercise to keep Australia safe and secure. We will observe the rule of law, exercising our powers proportionately and lawfully, and we embrace the fact that we are subject to scrutiny and the oversight requirements set down by Parliament.

**Strength through diversity**

As we connect our capabilities we will build on the strengths of our diverse teams and deeply valued legacies and professional expertise to discover new opportunities for horizontal collaboration and innovation.

We will attract and retain people from diverse backgrounds by respecting contributions and providing access to support and flexible working arrangements that allow individuals to contribute fully.

We will respect, revere and rely on the deep subject matter expertise that comes from our different organisational traditions and legacies as we come together and create new ways of working across the Portfolio.

As public servants, we each have a personal responsibility to uphold the APS Values, being accountable and upholding the trust bestowed upon us by the Government and the Australian people.
Our systems and processes

Our organisation will be more agile and dynamic than ever before. Our systems and processes will not only be responsive, but also anticipatory in the way they work.

Our technology

Recognising the strategic value of information
Our staff rely on a broad range of information and technology to conduct their daily roles. Consolidating our information across the Portfolio, providing the right tools and adopting new technology will make relevant information available to staff, partners and industry when and where they require it.

Building our technology capabilities
We operate in a highly complex and ever-changing global threat environment. As the environment changes, our technology landscape needs to adapt so we can respond quickly and effectively to emerging needs and those of our partners. We are focused on delivering contemporary technology-enabled business solutions that use modern, agile delivery practices. These applications will enable the seamless sharing of critical business information across the organisation. We will be innovative and flexible in how we acquire, deploy and use technology.

Secure and resilient systems
We must strengthen security across government systems and services—to support contemporary digital service delivery. We are focused on ensuring our systems and information are secure and reducing our technical complexities. We are focused on building solutions that deliver significantly improved, reliable and resilient systems.

Enabling business reform
Our systems and technology are critical enablers to support business reform and ensuring our delivery against government policy changes. Our focus is to deliver regulatory compliant systems whilst pursuing ways to automate processing and facilitate electronic transactions, adhering strictly to privacy requirements and cooperating with industry and other key stakeholders on cyber security.

We will deliver state of the art reforms in border processing, biometric systems and build new capabilities for visa and citizenship processing that support improved risk
detection and mitigation. This will enable us to meet the future needs of rising traveller volumes and complex risks at the border, aligning with and supporting Australia’s long-term economic and social priorities.

Our business processes

Greater transparency of committee decisions
Our enterprise strategies will give effect to our mission and priorities with empowered committees managing our strategy and positioning us for the future. We will provide greater transparency and a stronger feedback loop for staff, reviewing our Executive governance processes to facilitate greater horizontal and vertical decision-making.

Maturing risk management
Risk management is a central part of everything we do. We are evolving our Enterprise Risk Management approach and will deliver revised enterprise risks and plans. We will strengthen the management of risk, focusing on integrating risk with other governance and strategic planning models thereby ensuring management of risk is hard-wired into decision-making at all levels, including meeting our health and safety obligations to our workforce and clients.

Governance and accountability
We are committed to developing and embedding a single, easy-to-use compliance approach that supports our staff to understand and comply with their record keeping and compliance obligations. Through the introduction of online tools and accessible support material, we will make it easier for our staff to understand and comply with their obligations. This will be in concert with capability development that will ensure individual control frameworks and delegations are implemented appropriately, and powers exercised accordingly.

Clear delegations aligned to roles
Our staff frequently need to exercise delegations in their daily roles. We have developed a new delegations model that will make it easier for staff to understand their delegations and authorisation. We will actively support our staff to confidently and lawfully execute their powers through ongoing communication and eLearning programs.

Abiding by safeguards
Exercising some of the most coercive state powers comes with the important responsibility—we must maintain a passionate commitment to the democracy we protect. This entails full compliance with existing safeguards, the rule of law and the privacy of all individuals we deal with, regardless of whether they are a citizen or non-citizen.
Our organisation maintains an intelligence-informed approach, yet is facing a range of contemporary challenges associated with data, governance and management. Data is the core of intelligence, so, we will invest in integrated data collection, sharing and analysis capabilities to provide analysts with the tools and information needed.

Our intelligence

**Border risk assessment capability**
Our intelligence capability will rapidly adapt to a constantly changing threat and operating environment—reflecting the complex nature of border management, working ahead of, at and after the border. We are significantly expanding the Department’s border threat management capability allowing us to develop, simulate, deploy and review a sophisticated threat model, with automated deployment and operationalisation of an analytics model in near real time.

**Geospatial intelligence**
We are enhancing our geospatial intelligence capability to enable our intelligence analysts to effectively visualise and analyse a broad range of geospatial information and more quickly and effectively develop insights into our environment. This includes building a network analytics and visualisation capability to enable the effective and efficient identification of non-obvious relationships between disparate data to assist in the identification of threats.

**Intelligence support to visa and citizenship decision-making**
We will transform the way in which intelligence supports threat identification and risk management in the visa process, by evaluating the threat posed by every individual visa applicant and visa holder. This capability will service the entire visa spectrum—pre-border, at border and post-border. We will consolidate the Department’s data holdings to enable automated analysis, including identifying opportunities for streamlined processing. This will allow the
Department to manage increasing volumes and focus its resources on areas of higher risk.

**Intelligence-focused workforce**
We will progressively establish a specific and dedicated intelligence workforce to analyse and assess potential threats identified through these new capabilities, positioning us to manage and respond to present and future risks. This workforce will have access to advanced analytical tools and techniques to mine data in order to discover threats, and produce assessments and advice to inform operational and policy decision-making across the Department.

**Our data**

**Data operating model**
Our primary objective is to provide our workforce with access to data to ensure that staff can make well-informed, operational and strategic decisions. We have created a Chief Data Officer role and a supporting taskforce to design a new Data Operating Model. In the future, this new model will enable efficiencies to be progressively identified through reducing duplication, improving data practices and centralising specialist expertise so that resources can be redeployed to developing new and improved data and analytics capability.

**Fit for purpose source data**
To ensure that the data we produce is fit-for-purpose and accurate, and supports our internal and external stakeholders, we will work to ensure that there are clear, enterprise-wide data standards governing the systems that we use to source data. Clearly defining our data ‘sources of truth’ will lead to greater consistency and accuracy of the data products that we deliver.

**Common data functions supporting specialised spokes**
We will explore opportunities to more efficiently produce data by centralising data management and analytics capabilities, to ensure that common data sets are developed only once, and are produced and available to all Groups and internal stakeholders. There will continue to be specialised data functions placed throughout the Department to support specific needs.

**Advanced data analytics**
We are investing in advanced analytics aimed at delivering next generation big data analytic capabilities to identify and link threats from our own data holdings and data from domestic and international partners. Over time this will be an essential enabler for large volume processing and risk management capabilities across the cargo, traveller and visa domains, which will underpin the future successful management of our business.
Contact us

There are many ways that you can make contact with us. Below are a number of links that will help you find what you need, report something suspicious, provide us with feedback, access our translation services and make other connections.

Website

www.homeaffairs.gov.au will give you more information about the Department of Home Affairs and the ABF.

Home Affairs Portfolio agency websites:
- www.acic.gov.au
- www.afp.gov.au
- www.asio.gov.au
- www.austrac.gov.au

Key contacts

National Security Hotline:
This hotline is a vital component of Australia’s national counter-terrorism efforts. To report suspicious behaviour call 1800 123 400 (in Australia) or +61 1300 123 401 (outside Australia). Reports can be made anonymously.

Report a Commonwealth crime

Border Watch:
Report suspected illegal, criminal or fraudulent immigration, visa, customs or trade activity.
Visit www.homeaffairs.gov.au/about/contact or call 1800 009 623 (in Australia) or +61 2 6246 1325 (outside Australia). Reports can be made anonymously.

Find an answer to your query:
If you have a question regarding visa, citizenship, travel or trade, including bringing goods in and out of Australia, visit www.homeaffairs.gov.au/about/contact or call 131 881.

Give us feedback—compliments, complaints and suggestions:
We use this feedback to improve our services and investigate and respond to any issues of concern.
Visit www.homeaffairs.gov.au/about/contact or call us on 133 177.

Translating and Interpreting Service (TIS National):
TIS National is the Department of Home Affairs interpreting service for people who do not speak English and for agencies and businesses that need to communicate with their non-English speaking clients.
Visit www.tisnational.gov.au
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